District of the Month

LOUISVILLE DISTRICT

Welcome to the U.S. Army Corps of Engineers, Louisville District. The District office is located in downtown Louisville, Kentucky. Established in 1886, the Louisville District employs about 1100 people in the five-state area of Illinois, Indiana, Kentucky, Michigan, and Ohio. Louisville, one of the Corps' more diverse districts, has both a civil works and military construction mission. Our civil works boundary encompasses nearly 76,000 square miles of the Lower Ohio River Basin. This includes the Lower Ohio River and its tributaries. The Louisville military construction mission is in support to the Army, Air Force, and Department of Defense facilities within 306,000 square miles located in the 5-state area. Major installations served include Fort Knox, KY, Fort Campbell, KY, Wright-Patterson AFB, OH, and Scott AFB, IL. Average annual construction placement for the military program exceeds $220,000,000.

Among the many exciting challenges facing the Louisville District is its active Civil Works Navigation Program. Navigation structures, which are operated and maintained on the Ohio River, date from 1830's era structures to the modern high-lift Olmsted Locks and Dam, currently under construction. In addition to the Olmsted structure early construction activities have begun for a new additional 1200 feet long lock facility at McAlpine Locks and Dam. The District also has teamed with Huntington and Pittsburgh Districts for the Ohio River Mainstem Systems Study, which is an assessment of needs within the entire Ohio River Navigation System for the next sixty years. The Louisville District is a leader and innovator in design and construction of navigation facilities.
In-the-wet construction techniques, floating lock approach walls, large diameter caisson construction, precast off-site construction and sophisticated analysis involving seismic analysis, non-liner incremental structural analysis and finite element analysis are areas of expertise currently within the District.

Another area of particular pride for the Louisville District is our commitment to "continuous improvement" in the quality of services we provide to our many customers. In the mid 1990's the Louisville District accepted the challenge to revise its processes and procedures to truly pursue a goal of improved customer satisfaction through delivery of higher quality services and products. As a result of this initiative, the Louisville District Engineering and Construction Divisions are now each registered to the internationally reorganized ISO 9000 standards. Engineering is registered to the 9001standard and Construction to the 9002 standard. Results have been very positive and trend analyses are showing some significant improvements. There has been a large reduction in controllable cost growth during construction. Customer Satisfaction as demonstrated in our annual surveys has continued to improve. Productivity has continued to climb without a corresponding decrease in quality. In fact just the opposite has been true; not only has productivity increased but also the quality of products being produced has improved. The District's program has continued to grow during this time period in spite of an overall reduction in Corps-wide programs. CELRL is so convinced of the benefit of ISO 9000 registration that plans are currently underway to register the entire Project Management Business Process, which will include all elements of the District's Product Delivery Team.

The Louisville District manages a $70,000,000-$80,000,000 annual Hazardous, Toxic, Radiological Waste (HTRW) program. This includes both the Defense Environmental Restoration Program (DERP) and Base Realignment and Closure (BRAC) program within our five-state military boundaries. Several have significant public and media attention. One of the District's larger DERP projects is the remediation of contamination at the former Joliet Army Ammunition Plant. This project alone includes 15,000 cubic yards of explosives and asbestos contaminated construction debris, 6,800 tons of PCB-contaminated soil, and approximately 250,000 cubic yards of explosives-contaminated soil which will undergo bioremediation at an on-site treatment facility. The District's current DERP program is approximately $40,000,000 annually and is expected to increase over the nest few years; the annual BRAC program is also in the $30,000,000 - $40,000,000 range.

The District is currently utilizing several different types of contracting tools to accomplish its HTRW mission. These include Preplaced Remedial Action Contracts (PRAC), Engineer (Investigation and Design) Services Contracts, Small Action Remedial Type Contracts (SmART, and a Total Environmental Restoration Contract (TERC). CELRL also maintain numerous blanket purchase agreements to conduct laboratory and drum disposal tasks.

The Louisville District also maintains an Installation Support Office (ISO), *not to be confused with the ISO 9000 standard,* that was established by the Chief of Engineers in December 1998, with the mission of small project development, O&M technical services, and guidance to installation DPW's and MACOM's. Working in conjunction with the Corps of Engineers Project Managers, the ISO is available to provide a variety of actions in support of base operation functions. For active Army installations, support is furnished without charge, since Headquarters, Corps of Engineers (HQUSACE), centrally funds the salary and travel costs. The members of the ISO came from the former Center for Public Works (CPW). USACE has abolished CPW and is spreading its mission among the Huntsville Engineering and Support Center, the ISO's, and the Installation Support Division (ISD) of the Military Programs Directorate of HQUSACE. Most ISO members have worked at a DPW, and have several years' experience supporting the DPW from MACOM HQ's, or Corps Districts.

The Louisville District serves as the Center of Expertise for the entire national programs U.S. Army Reserve Command. An important outgrowth from this mission was the assignment for the development and deployment of the Modular Design System (MDS). MDS is an automated CADD based design program that was developed on behalf of the U.S. Army Reserve and Army National Guard. The primary purpose of MDS is to provide a design and programming tool to the Reserve communities that provides a streamlined design and review approach. MDS was fielded in 1995 and has been used successfully on over 50 reserve and several non-reserve type projects. MDS offers predefined solutions to the unique functional and quality requirements that the Army Reserve customer demands. The program averages $60,000,000 annually and 6-8 new facilities for OCAR. Although, all PM and most design services are performed by LRL, all construction management services are delivered by the respective geographic districts.

Construction Division provides its construction management services over the five-state region and across all programs. The work is carried out principally through the work of approximately 140 full-time permanent field employees in addition to the 30 District office support personnel. To offset year to year vacillation in the programs since 1994 we have averaged approximately 30 contract Construction Management Service Providers (CMS) to supplement our permanent work force. We obtain these services on an as needed basis to fill short-term needs and hard to fill vacancies. Additionally, we have aggressively "teamed" with other Districts to optimize our field presence in the

Chicago, Detroit, St. Louis, and Rock Island areas. Formal MOA's have been signed with three Districts with centralized S&A management remaining in Louisville. This regionalization and sharing of corporate field resources within the seven Districts of LRD, and beyond has allowed greater flexibility in staffing from year to year to meet our customers ever-changing requirements. The combination of permanent staff, CMS, and regionalization has enabled the Louisville District to remain affordable to our customers, avoid new hires for short-term activity, and minimize costly and disruptive PCS moves for our permanent field forces in the Louisville District.

Cross-functional teams and the PMBP continue to forge solid customer support for our multi-faceted programs in Louisville. PM forwards at both Fort Knox and Fort Campbell continue to build our ability to respond to our customers "real-time" needs and greatly enhance our relationships with those installations. Our PM forwards are truly an extension of our customers staff, and able to access and respond first hand to their needs right at their own place of business.

Louisville's construction "Partnering" program has completed its ninth year, and it continues to yield benefits in more timely and higher quality construction for our customers who are also vital shareholders in every partnership. Expanded use of the JOC, IDIQ, and Cost-Reimbursable contracts and the design-build process have also enhanced our ability to provide timely and affordable Engineering and Construction Management services to our many customers of the Louisville District.

From a time not so long ago when our survival to the year 2000 was seriously questioned, we look forward into the new millennium with heightened optimism and solid future in the Louisville District.